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FUNCTIONAL STUDY OF CONUSA (CONTINENTAL U.S. ARMY) MANAGEMENT. --ETC(U)  
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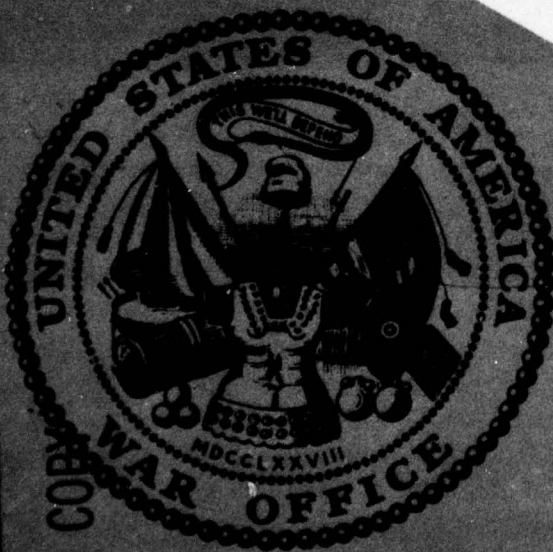
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DEPARTMENT OF THE ARMY  
EXECUTIVE SUMMARY

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Functional  
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number)  The primary purpose of this study was to validate, from a CONUS Army (CONUSA) headquarters perspective, conclusions contained in a previously conducted study entitled "Functional Study of Installation Management, April 1972" (hereafter referred to as the Installation Study). The purpose of the Installation Study was to construct a current installation management model which served to evaluate alternative organizational concepts. Three organizational concepts were developed during the Installation Study to support a possible →		



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reorganization of CONARC.

no 4 document is of the study. This ~~functional study consists of~~ an Executive Summary and four additional separate documents. One is the main study itself. The second is a Survey Report which documented the functions, subfunctions and items, with related staffing and reports, currently being performed at the CONUSA. The third is the CONUSA Analysis, which provides the reorganization planner the detailed analysis essential for making decisions pertaining to each functional area and item surveyed. The fourth document, entitled ADP and Reports Analysis, represents a separate project, to depict the processing and distribution of reports by major subordinate commands and to develop reports flow models for the Force, Doctrine and Training (D&T), and Area Commands subsequent to reorganization.

→ This study was primarily concerned with current CONUSA management functions and, upon reorganization, disposition thereof and the performance of those residual functions by the Area Command. Material contained in this study is limited to 41 functional areas and items. Although the study is functionally oriented, it provides the reorganization planner the necessary facts on which to base valid and sound reorganizational decisions concerning Area Command Management.

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SECTION I  
INTRODUCTION

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1-1. General.

a. The primary purpose of this study was to validate, from a CONUS Army (CONUSA) headquarters perspective, conclusions contained in a previously conducted study entitled "Functional Study of Installation Management, April 1972" (hereafter referred to as the Installation Study). The purpose of the Installation Study was to construct a current installation management model which served to evaluate alternative organizational concepts. Three organizational concepts were developed during conduct of the Installation Study to support a possible reorganization of CONARC (Inclosures 1-1-1, 1-1-2 and 1-1-3).

b. The secondary purpose of this study was to recommend disposition of CONUSA management functions with associated staffing and reports with regard to--

(1) Those CONUSA management functions with related reports which should be performed by Area Commands upon reorganization.

(2) Disposition of those CONUSA management functions with related reports which should be performed after reorganization but not by the Area Commands.

(3) Those CONUSA management functions with related reports which should be eliminated as the result of reorganization.

c. The predominant conclusions reached in the Installation Study were that creation of two major commands will not have any major impact at the installation level and that reduction of management functions at the CONUSA level should increase the rapidity of data flow, enhance responsiveness to directives, streamline command channels, and potentially result in significant manpower savings. Additionally, it was concluded that either Organizational Concept II or III can be adopted as they equally satisfy the reorganizational objectives, provided that, under Organizational Concept II, it is acceptable for the installation commander to report to both major commands. Accordingly, this study was designed to validate those conclusions.

d. To arrive at the conclusions stated above, a total of 27 functional areas and items were addressed during the Installation Study. Of the 27, six were not considered in this study, as they

were not applicable at CONUSA level. These were--Satellization; US Army John F. Kennedy Center for Military Assistance (USAJFKCENMA) and US Army Institute for Military Assistance (USAIMA); Oakdale Support Detachment, Oakdale, PA; Camps A. P. Hill and Pickett, VA; US Continental Army Command Intelligence Center (CONTIC); and US Readiness Command (USREDCOM). An additional 20 areas and items were incorporated in this study as being applicable at CONUSA level. The total of 41 areas and items surveyed are listed at Inclosure 1-1-4 and defined in Section 2 of the report.

e. Following the determination to study a CONUSA, an analysis was made to identify one for study. Headquarters, First US Army (FUSA) was selected for several reasons. First, conclusions contained in the Installation Study were derived from surveying three installations, two of which (Fort Lee, VA and Fort Knox, KY) were FUSA installations. The conclusions could then be validated from a supporting CONUSA viewpoint. Secondly, FUSA has a large responsibility regarding Reserve Components and ROTC: 37 percent of the Nation's Reserve Components and 36 percent of the Army officers commissioned through ROTC come from programs in the FUSA area. Reserve Components at CONUSA level warranted closer scrutiny, as this area was identified as a major problem in the Installation Study. Finally, FUSA has a large geographic responsibility: a 15-state area, which has, within its boundaries, over one-third of the total US population and about one-half of the Nation's industrial plants. Accordingly, an on-site survey was conducted at FUSA during the period 17 through 22 April 1972. The Study Group consisted of Department of the Army (DA) and United States Continental Army Command (CONARC) personnel having extensive background experience in each functional area surveyed. Personnel participating are listed at Inclosure 1-1-4 and are identified by name, current assignment, and functional expertise.

1-2. Reorganization Objectives. As this study was designed to validate the conclusions resulting from the Installation Study, the reorganization objectives for that study were applicable to this one. They are listed at Inclosure 1-2-1.

1-3. Assumptions. Assumptions employed throughout this study are listed at Inclosure 1-3-1 and are equally appropriate to the study and for implementation of the reorganization.

1-4. Report Structure.

a. This summary and the accompanying report are structured in three sections: Introduction, Section 1; Methodology, Section 2; Conclusions and Recommendations, Section 3. In addition, under separate cover are three supporting documents. One is the CONUSA

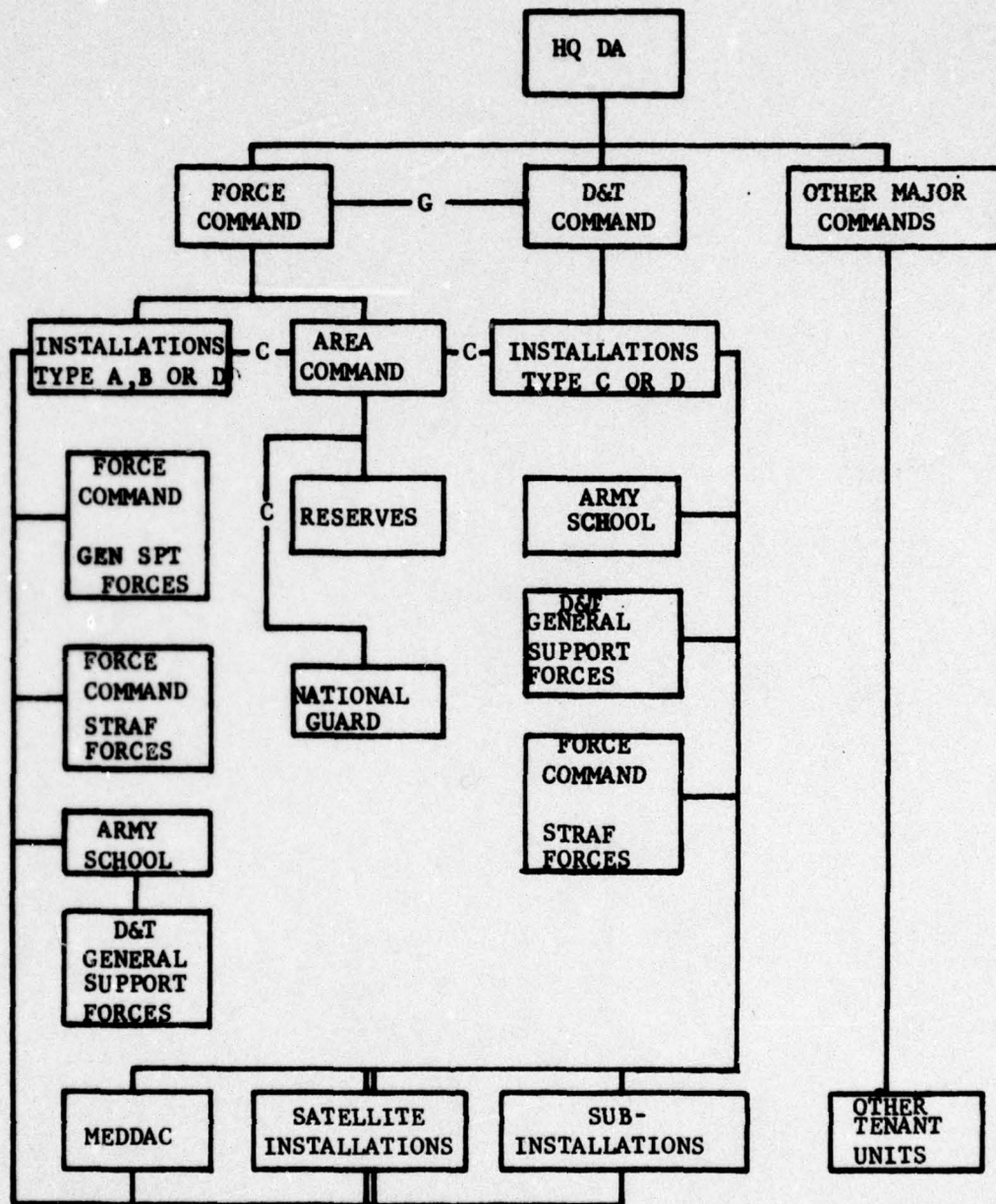


Survey Report which documented the functions, subfunctions and items, with related staffing and reports, currently being performed at a CONUSA. The second document is the CONUSA Analysis, which provides the reorganization planner the detailed analysis essential for making decisions pertaining to each functional area and item surveyed.

(Section 3 of the report addresses the same functional areas and items in a more general nature in the interest of brevity.) The third document, entitled ADP and Reports Analysis, represents a separate project. Explanation and content of the project are discussed in paragraph 3-4, Section 3, of the report. Terms and acronyms used throughout the report are defined at Inclosure 1-4-1 of the report.

b. As indicated above, this study is primarily concerned with current CONUSA management functions and, upon reorganization, disposition thereof and the performance of those residual functions by the Area Command. Material contained in this study is limited to 41 functional areas and items. Although the study is functionally oriented, it provides the reorganization planner the necessary facts on which to base valid and sound reorganizational decisions concerning Area Command management.

# TYPE I ORGANIZATION



——— COMMAND  
 — G — GUIDANCE  
 — C — COORDINATION  
 === SUPPORT AGREEMENT



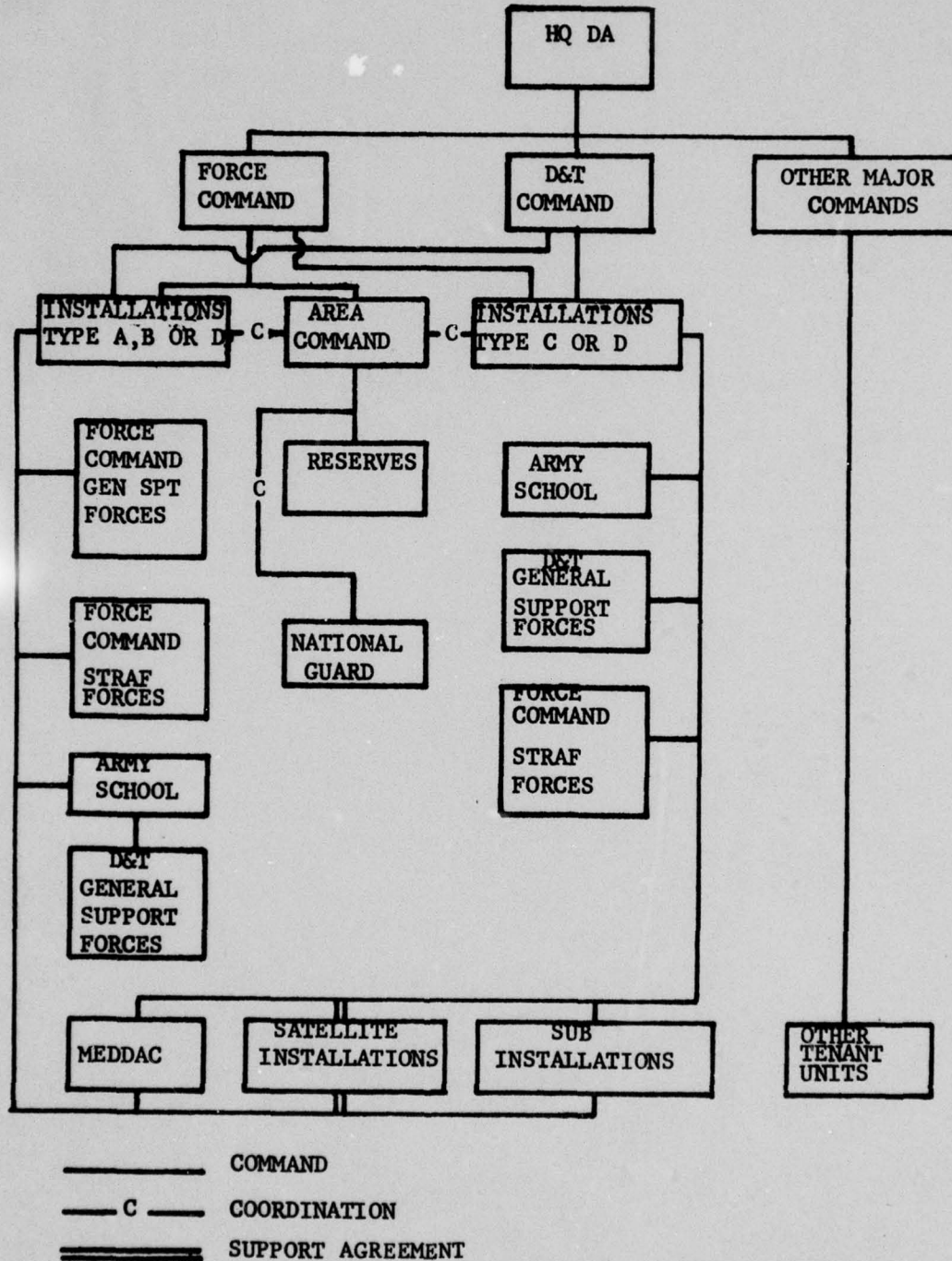
## TYPE I ORGANIZATION

This organization considers installations at which the Force Command (Type D), an Area Command (Type D), an Army Corps (Type A), or an Army Division (Type B) headquarters is located, as its permanent CONUS station. Such installations would be assigned to the Force Command. The Doctrine and Training Command headquarters (Type D) or installations at which a training center or service school is located (Type C) would be assigned to the Doctrine and Training Command.<sup>1</sup> The installation commander would work for only one senior commander and all presently assigned CONARC units would be under the direct command of their respective installation commander, regardless of whether they are Force Command or Doctrine and Training Command Forces. Nothing precludes a unit from reporting higher in the vertical chain of command. Guidance would flow between the major command headquarters to insure that the installation commander recognizes the objectives for cross-assigned<sup>2</sup> units. The Area Commander, in addition to commanding the Reserves, would coordinate the activities of the National Guard as well as the planning and execution of geographically oriented activities assigned to the installations by their parent commands, e.g., area support, mobilization, domestic emergencies, nuclear accident, AWOL apprehension, etc. Medical activities are considered as installation support and would be under the command of the installation commander. Satellite<sup>3</sup> installations and subinstallations<sup>4</sup> would be under the command of their parent installation commander.

### Footnotes:

1. Type installation as defined in AR 10-10.
2. Cross-assigned - A Force Command unit assigned to a D&T installation commander or vice-versa.
3. A satellite installation is one whose commander reports to a headquarters other than the installation from which it receives support.
4. A subinstallation is one whose commander reports to the commander of the installation supporting him.

# TYPE II ORGANIZATION

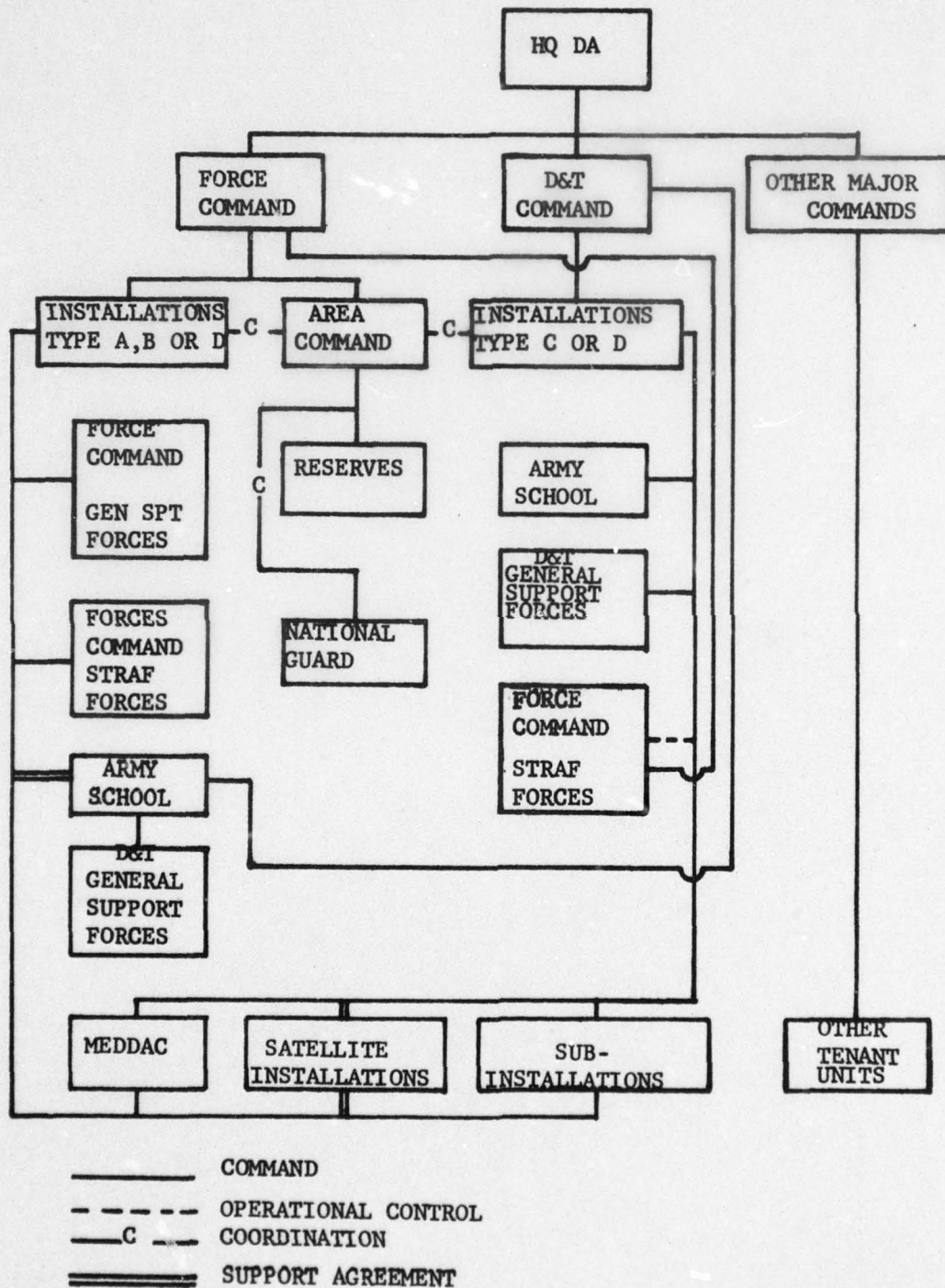




## TYPE II ORGANIZATION

This organization is identical to the Type I organization except for the dual reporting channel followed by the installation commander. While the installation commander may be rated by his parent command, a letter would be attached by the other major commander. Guidance and decisions would flow directly from the major command headquarters to the installation.

# TYPE III ORGANIZATION





FORM A

TYPE III ORGANIZATION

This organization varies from the Type I organization in that the on-post units which are not part of that installation's parent command's forces are not commanded by the installation commander. Operational control, in this case, is used to describe a variety of relationships between the tenant units and the installation ranging from host-tenant agreement, various degrees of attachment and mission assignment to full operational control. The nature of this relationship would be mutually agreeable to the Force and D&T commanders or be directed by DA. The command line used to indicate the unit's responsibility to the major command is general in that intermediate headquarters may exist as determined by the major command, e.g., the D&T commander may decide that the present CDC Special Operations Agency located at Fort Bragg should report through the Combat Systems Group at Fort Leavenworth to the D&T Command; or the Force commander may put all STRAF units under the two CONUS-based corps for planning purposes and have the 6th Bn, 32d Armor at Fort Knox report through III Corps at Fort Hood to the Force Command.

## FUNCTIONAL AREAS AND ITEMS SURVEYED

### Retained from Installation Study

1. Military Personnel.
2. Civilian Personnel.
3. Other Deputy Chief of Staff for Personnel (DCSPER) activities.
4. Force Development.
5. Noncommissioned Officer Academy (NCOA), Fort Bragg, NC.
6. Mobilization Planning.
7. Logistics (Supply, Transportation, Maintenance, Services, Medical and Engineer).
8. Military Construction, Army (MCA) Program.
9. Stock Fund.
10. Medical Department Activities (MEDDAC).
11. Reserve Officers' Training Corps (ROTC).
12. Area Support.
13. Command Relations.
14. Readiness Reporting.
15. Domestic Emergencies.
16. Reserve Components.
17. Department of the Army Master Priority List (DAMPL).
18. Budget.
19. Finance and Accounting.
20. Management Information Systems Office (MISO) and Data Processing Activity (DPA) Operations.
21. Hardware.
22. Communications.



Added for CONUSA Survey

- 23. Training (Individual).
- 24. Deputy Chief of Staff for Personnel (DCSPER).
- 25. Adjutant General.
- 26. Information Office.
- 27. Inspector General.
- 28. Provost Marshal.
- 29. Staff Judge Advocate.
- 30. Chaplain.
- 31. Support of Carlisle Barracks, US Military Academy, Fort Monmouth and Aberdeen Proving Ground.
- 32. Intelligence.
- 33. Training (Unit).
- 34. Aviation.
- 35. Nuclear, Biological, Chemical.
- 36. Training Support.
- 37. Training Program Management.
- 38. Family Housing.
- 39. Internal Review.
- 40. Management.
- 41. Program and Analysis.

## REORGANIZATION OBJECTIVES

1. To reduce the management echelons between HQ DA and the major operating forces and installations in the Continental United States.
2. To align resources control with mission assignment.
3. To simplify the test and experimentation process.
4. To maximize the utilization of personnel assigned to schools in the doctrine development process.
5. To increase the readiness of deployable forces.
6. To increase emphasis on individual training.
7. To reduce the ratio of personnel assigned to headquarters and administrative activities to personnel assigned to deployable forces.
8. To establish a primary mission (either force or training) at each of the two major commands.
9. To provide for a command structure that is responsive to the needs of both the major commander and the installation commander.
10. To minimize organizational turbulence at installation level.



## ASSUMPTIONS

1. The Area Command will be responsible for, as a minimum--
  - a. Directing, supervising and coordinating plans, policies and procedures pertaining to Reserve Components.
  - b. Management of the Reserve Officers' Training Corps (ROTC).
  - c. Area coordination.
2. The Standard Installation and Division Personnel System (SIDPERS) will be extended to the BASOPS installations commencing in the fall of 1972, and to CS3 CONUS divisions during implementation of the reorganization. The capability to report personnel data directly from installation/division level to HQ DA (Project 70X) will be available when SIDPERS is fully extended in CONUS.
3. Vertical The Army Authorization Documents System (VTAADS) will become operational within the Continental United States in December 1972.
4. DA standard automated systems other than those specifically mentioned above will not be fielded in the near time frame (two years).
5. The Consolidation of Military Personnel Activities (COMPACT) concept will be implemented concurrently with the extension of SIDPERS.
6. There will be one Logistics Control Center (LCC) within each major command (Force and D&T).
7. Installation area support roles will remain as they exist at present.
8. Three Area Commands will be established from the present four CONUS Armies. Area Commands will be subordinate to Force Command.
9. No direct reporting for financial information will be undertaken within two years of 1 July 1972.
10. The command retail stock fund will continue to be the primary means for financing installation inventories.
11. Installations will continue to provide administrative and logistical support for the ROTC program.

## SECTION 2

### METHODOLOGY

2-1. General. This section contains information pertaining to the methodology utilized during the study. The study was performed in two phases: Phase I, the on-site survey at Fort Meade, MD; Phase II, the analysis of the survey results.

#### 2-2. Phase I

a. The purpose of this phase was to document each function, sub-function and item, with related staffing and reports, currently being performed at the CONUSA. This documentation was essential to comply with both primary and secondary purposes of this study; i.e., to validate, from the CONUSA perspective, the conclusions of the Installation Study, and to recommend disposition of CONUSA functions, with related staffing and reports, upon reorganization, respectively.

b. The survey commenced on 17 April 1972 and was completed on 22 April 1972. The teams were comprised of personnel from DA and CONARC. During the survey, emphasis was directed toward determining support furnished to installations, CONARC, DA and other supported activities within each of the functional areas. A list of all reports, both automated and manual, was compiled and documented on the data collection forms. All of the information gathered is contained in the CONUSA Survey Report.

#### 2-3. Phase II

a. This phase of the study was the analysis of data collected during the on-site survey conducted at FUSA.

b. Using an analysis form and the data in the CONUSA Survey Report, an analysis was performed for each functional area(s) and/or item(s). Each analysis was completely documented and is contained in a volume titled CONUSA Analysis (under separate cover). The analysis was used to address Installation Report conclusions. During the installation study, three organizational concepts (discussed previously and shown at Inclosures 1-1-1, 1-1-2 and 1-1-3 of Section 1) were designed and developed to meet the reorganization objectives. Alternative procedures for each functional area were developed which best supported each organizational concept. From this, conclusions were made for each functional area surveyed during the Installation Study. During the CONUSA analysis, team members validated their respective functional conclusions for each organizational concept. If the conclusions could not be validated, functional procedure was developed as required with full explanation and flow charted.



c. The next step of the analysis process encompassed two aspects. One was to clearly identify for each function and item surveyed the associated staffing and reports using the data collected at FUSA. The second aspect led to recommendations for disposition of those functions surveyed, with the related staffing and reports, upon reorganization. The second aspect was in effect splitting the current CONUSA functions and displacing some to the Area Command, displacing some to Force Command, D&T Command, installation level, DA and other, and some for elimination. The details for each functional area and item are contained in paragraph 3b, CONUSA Analysis. The disposition is also addressed in Section 3 of the report in a more generalized manner and is summarized in Section 3 below.

d. Finally, Phase II was completed upon the writing of the conclusions and recommendations for each functional area and item surveyed. The conclusions and recommendations are reflected in detail in paragraphs 4 and 5 of the CONUSA Analysis. Conclusions and recommendations are also generalized in Section 3 of the report.

2-4. Results. The analysis process of this study provided the basis upon which conclusions and recommendations were made. The analysis served to either validate the Installation Study conclusions or present a replacement alternative procedure. Results of the analysis also provided recommended disposition of current CONUSA functions with related staffing and reports. Finally, the analysis presented the possible staffing of an Area Command.

## SECTION 3

### CONCLUSIONS AND RECOMMENDATIONS

3-1. General. This section includes the conclusions and recommendations culminating from a detailed analysis of data collected from an on-site survey conducted at FUSA. For specific and detailed analysis, with related finite conclusions and recommendations, of each functional area and item surveyed, the reader should refer to the accompanying report, the CONUSA Analysis and the CONUSA Survey Report, in that order.

3-2. Validation of Installation Study Conclusions. The Installation Study conclusions were validated in all cases with the two exceptions--ROTC and civilian personnel.

#### a. ROTC.

(1) Discussion. The Installation Study contains a recommendation to assign the responsibility for the entire ROTC program to the D&T Command and employ the Type II organizational structure (see Inclosure 1-1-2, Section 1). The rationale used in making that decision is logical and evident, since the ROTC program is a pure training function and is financed by Program 8 (training) funds. Nevertheless, the survey conducted at FUSA disclosed problem areas that were not evident at the installation level. Although the survey did validate the recommendation that Organization Type II provides the most ideal structure for management of the ROTC function, the geographical separation of Army ROTC and National Defense Cadet Corps (NDCC) Detachments and the numerous colleges, universities and high schools participating in these programs (148 in FUSA) require that support and day-to-day management be rendered on an area basis.

#### (2) Conclusions.

(a) ROTC/NDCC must continue to be supported on an area basis.

(b) Force Command will have the area support mission after reorganization.

(c) D&T Command will be responsible for training concept and curriculum development for all training, to include ROTC.



(d) Installation support presently provided to ROTC will not be affected by reorganization.

(e) Division of ROTC support functions (management and supervision vs. curricula development) between Force and D&T Commands will not have an adverse impact on ROTC mission accomplishment.

(3) Recommendations.

(a) That responsibility for the management and day-to-day supervision of the ROTC program be assigned Force Command and functions relating thereto be performed by Area Command.

(b) That training concepts and curricula development for ROTC be the responsibility of D&T Command.

(c) That installations continue to provide ROTC support regardless of major command assignment (Force or D&T) and receive support requirements from Area Command.

b. CIVILIAN PERSONNEL.

(1) Discussion. The Installation Study for Fort Knox makes reference to the CPO at Fort Hayes, OH, an activity under the supervision of the Staff CPO, FUSA. It was originally proposed that functions at Fort Hayes be pared down, retaining responsibility only for civilian personnel for area units and corresponding liaison functions. All other responsibilities would be transferred to Fort Knox. To this effect, it was recommended that the installation CPO support all Army civilian employees located in a geographical area, to include Corps of Engineer (CE) civilians.

(2) Conclusions. Review of the aforementioned proposal indicates that the Fort Hayes CPO operates in like manner as other CPOs within FUSA, that it should remain as a sub-CPO at Fort Knox, and that the previous recommendation to eliminate the CPO function for CE civilians may not be in keeping with DOD policy.

(3) Recommendation. That the subject be pursued further to establish the feasibility of including personnel servicing for CE personnel on an area basis.

3-3. Functional Areas and Items. Contained in a corresponding

paragraph in the report is a capsulized version of the analyses applicable to 41 functions, subfunctions and items included in the CONUSA survey. For details refer to the CONUSA Analysis (under separate cover). These analyses served to validate the Installation Study conclusions and to identify disposition of FUSA functions with related staffing and reports upon reorganization. These analyses are summarized in the summary analysis paragraph below.

3-4. Other Items of Interest.

a. Four unique topics which were surfaced in the CONUSA survey are summarized in this section. Each of these four topics is discussed in detail in the CONUSA Analysis and in a generalized manner within this paragraph. These topics have been separated from the remainder of the report because each is, in some way, different from the subjects addressed in paragraphs 3-2 and 3-3 above.

b. During the CONUSA analysis it became apparent that it would be desirable to provide detailed statistics regarding the total impact of the reorganization on all spaces associated with a given function in all CONUSA and CONARC headquarters. However, to do this accurately would have required, for most functions, surveys of each of these headquarters. Because these surveys were not feasible, it was decided to evaluate two topics in this manner (without visits to each headquarters) to demonstrate the type analysis which will be required for each functional area prior to reorganization and to display appropriate methodology. These two subjects, engineer and civilian personnel functions, are addressed in detail in the CONUSA Analysis (under separate cover) and are summarized in the report.

c. The third topic relates to a unique support relationship between FUSA and four Class II activities/installations within its boundaries. These activities/installations are: Carlisle Barracks (US Army War College), Fort Monmouth, the US Military Academy, and Aberdeen Proving Ground. In order to determine the best means for continuing support to these activities/installations subsequent to reorganization, an analysis was conducted. This analysis is in the CONUSA Analysis document; a summary is in the report.

d. During the development of the CONUSA analysis, it was concluded that it would be feasible and desirable to evaluate



ADP equipment, systems interface and information flow in much greater detail than originally planned. Because of the special uses of this evaluation and because of the differences in format, this evaluation has been published separately in an ADP and Reports Analysis. A summary of the information contained in the analysis is contained in the report.

### 3-5. Summary Analysis.

#### a. General.

(1) The functions currently performed by FUSA were analyzed, and a recommended disposition of these functions with related spaces was made. Within paragraphs 3-2, 3-3 and 3-4 above, the general conclusions and recommendations associated with each functional area investigated are discussed. The purpose of this summary analysis is to highlight the major changes to FUSA in terms of broad functions with associated spaces and to provide a capsulized estimate of the structure of an Area Command.

(2) Inclosure 3-5-1 depicts the organizational elements of FUSA. The spaces associated with each organizational element of FUSA are reflected in the lower right-hand corner of each organizational block. This number represents the sum of the authorized spaces shown in HQ FUSA TDA 1A-WOGKAA-04, 30 Jun 71, and HQ FUSA Support Element TDA 1A-WOJJAA-06, 30 Jun 71.

(3) The assumption that an Area Command would (1) be subordinate to Force Command and (2) be responsible for command of Reserve units and geographic areas of responsibility (less installation command/management) formed the foundation for the CONUSA evaluation. Since this underlying assumption was employed, certain organizational entities with existing functions and spaces, such as the DCSRF, have been identified for retention in their entirety in the Area Command. In addition to the assumption cited above, the functions and spaces considered as candidates for transfer have been based upon the existing population density and geographical area of responsibility of FUSA. It should be recognized that realignment of present FUSA boundaries will necessitate inclusion of this consideration in ascertaining the ultimate staffing and functions of the Area Command.

(4) During the CONUSA analysis process, it was determined that responsibility for ROTC should primarily lie within Force Command (see paragraph 3-2 above). The summarization that follows is predicated on this consideration as well as those mentioned in paragraph c above.

(5) To facilitate a general assessment of the reallocation of functions and spaces presently integral to FUSA, the organizational entities will be grouped into three broad categories: first, those elements that are directly associated with the USAR, ARNG and ROTC; second, those organizational elements that operate primarily in support of the headquarters or perform an area support type function; third, those organizational elements not included in the first two categories whose resources and functions have been identified as candidates for transfer from FUSA to the commands envisioned to exist subsequent to reorganization.

b. Reserve Components/ROTC. Among the organizational elements that can be categorically considered as primarily involved in performing USAR, ARNG and ROTC-related functions are--

(1) DCSRF. This organizational element would perform essentially the same functions with the same number of spaces (79) in the Area Command. It should be noted that the Program Budget Division of DCSRF, consisting of eight spaces, will become the nucleus of Area Commands' DCSCOMPT (as discussed in paragraph 3-3).

(2) ROTC Division, DCSOT. The 31 spaces that currently support the functions performed within this division should be retained within the Area Command. This recommendation is based on the relationship of this activity with the Army Reserve Components, the number of ROTC units involved and the geographical dispersion of the ROTC units. Other TDAs of minor consequence related to ROTC have been considered, but the spaces are not included in Inclosure 5-3-1. Within this division, five additional spaces are currently used to support the activities. Those spaces are on the Fort Meade Junior Schools Detachment authorization and should be retained.

(3) ROTC and Reserve Components Division of the Information Office. This division with ten spaces is totally dedicated to performing Reserve Component/ROTC functions and can be considered as an entity that remains within Area Command.

(4) Reserve Forces and ROTC Division of the Adjutant General



AG. Since the functions of this division are totally dedicated to support of USAR/ROTC, it is a candidate to be retained at Area Command with 170 as the upper limit on the number of spaces available to perform the function.

(5) Other Organizational Elements Significantly Involved in USAR, ARNG and ROTC Support. Within this portion are those organizational elements that devote in excess of 50 percent of their activity and more than five spaces in support of Reserve Components/ROTC.

(a) Aviation Division, DCSOT. This division, which consists of 11 spaces, is considered for retention at the Area Command since the majority of the division's activities are and will continue to be Reserve Component-related.

(b) FUSA Flight Detachment. Since the detachment is organized to support a headquarters of the magnitude expected for the Area Command, the detachment (60 spaces) is considered for retention in the Area Command.

(c) Plans and Operations Division, (DCSC-E). Over 75 percent of the division's activity includes support for Reserve Component-related functions. All 13 spaces are candidates for retention in Area Command.

(d) Chaplain. Even though the number of Chaplains is largely a function of population served, the 11 spaces currently at FUSA are primarily devoted to servicing Reserve activities. Therefore, seven spaces are considered for retention at Area Command.

c. Headquarters/Area Support. The next broad category of organizational elements is that which operates primarily in support of the headquarters or performs an area support-type function. The spaces related to the organizational elements addressed below should not be considered in isolation. Elements such as the HQ Commandant are staffed primarily as a function of the size headquarters it supports; therefore, the space figure reflected should be considered an upper limit on the number of spaces available for staffing.

(1) FUSA HQ Command Group. There are 42 spaces reflected in the TDAs which include the immediate staff of the Commanding General (CG), Deputy CG (DCG), Chief of Staff (CofS), and Secretary of the General Staff (SGS). No specific recommendation as

to the distribution of the spaces is reflected here. However, up to six spaces could be considered for reallocation as discussed in paragraph 3-3z. Under any circumstance, the 42 spaces should be treated as an upper limit of those available for the Area Command to perform similar functions.

(2) HQ Commandant & HQ Company. Since the number of spaces allocated to the HQ Commandant and HQ CO is largely a function of the size of the remainder of the headquarters, the 45 spaces currently authorized should serve as an absolute ceiling in the number made available to staff similar Area Command organizations.

(3) Other Special Staff. This grouping includes the Inspector General (IG) (68 spaces), Information Officer (IO) (23 spaces), and Staff Judge Advocate (SJA) (26 spaces). Of this total of 117 spaces and associated functions, 55 have been identified to be retained at Area Command, with the remainder being available for redistribution or potential savings.

(4) Provost Marshal (PM). Included in the 37 spaces within the TDAs under the PM are the 19 spaces which are integral to the Industrial Defense Division. The functions related to this division were earmarked for retention in Area Command as discussed in paragraph 3-3of the report, since this function is performed primarily in the present FUSA area of responsibility. This function is largely dependent on the geographical location of the defense oriented establishments it services. Of the 18 spaces remaining, nine have been considered for retention at Area Command in addition to the 19 mentioned. The remainder (nine) are considered a source of potential savings or, as a minimum, available for redistribution.

(5) Deputy Chief of Staff for Logistics (DCSLOG). The functions associated with family housing, maintenance, procurement, logistics management, supply, engineer services and plans/operations collectively represent 359 spaces authorized to perform these logistics functions. It was determined during the analysis that all of these subfunctions except family housing and procurement would be performed to some degree in the Area Command. Of the 359 spaces, 92 have been earmarked for retention at the Area Command. The remainder of the spaces (267) are available for reallocation to either major commands (231) and installations (36) or potential savings.

d. Other Elements. Within the last category are those



organizational elements where the vast majority of the functions and related spaces have been identified for reallocation and those other organizational elements not completely covered above.

(1) Management Information Systems Office (MISO) and Data Processing Activity (DPA). A total of 156 spaces are authorized to perform the MISO (12) and DPA (144) functions. The reallocation of Management Information Systems (MIS) resources is discussed in detail in the ADP and Reports Analysis (under separate cover). All of the spaces associated with the MISO and DPA are considered available to staff and operate MIS functions at the D&T Command. There would be no spaces retained at the Area Command to perform MIS related activities. Data processing services for the Area Command would be provided by the installation's DPA.

(2) The Surgeon. Within the Office of the Surgeon, there are currently 70 authorized spaces. The conclusion arrived at during the analysis process is that the functions currently performed at FUSA should be transferred to Force Command, since these functions are primarily related to STRAF and Reserve Component type activities. Of the 70 spaces, three are recommended for retention at the Area Command.

(3) Deputy Chief of Staff, Comptroller (DCSCOMPT). It is envisioned that the Area Command will not be in the chain of command between installation and major command; therefore, practically all of the functions currently performed within the DCSCOMPT will be subsequently performed at major command level. Of the 83 spaces, six are considered for retention at Area Command. These six, plus the eight mentioned in paragraph 3-5b(1) above, would perform the Area Command comptroller related activities. The remaining 77 spaces are available for redistribution or potential savings.

(4) Deputy Chief of Staff for Intelligence (DCSI). Presently, 48 spaces are authorized to perform intelligence related functions. Twenty spaces have been identified for retention at Area Command. Of the remaining 28 spaces, up to 18 are prime candidates for savings, in that certain functions such as foreign intelligence (see discussion in paragraph 3-3cc) can be eliminated at this organizational echelon and the spaces not reallocated.

(5) The AG (less Reserve Forces and ROTC Division). Of the

total of 528 spaces in the AG, 170 were previously discussed. Of the remaining 358, 97 are considered for retention at Area Command with the remainder available for redistribution.

(6) DCSC-E (less Plans and Operations Division). A total of 115 additional spaces are reflected in the DCSC-E (25) and FUSA Telecommunications Center (90). In that the telecommunications center activity can best be considered an installation type activity, all 90 spaces have been earmarked for transfer to the host installation. Of the remaining 25 in DCSC-E, four have been recommended for retention in Area Command with the remainder reallocated to major commands or available for savings.

(7) Deputy Chief of Staff Personnel (DCSPER). Included in the 87 spaces within the DCSPER are 15 spaces for the Fort Hayes, OH, CPO. These spaces can be transferred from the FUSA support element to Fort Knox if Fort Hayes CPO becomes a sub-CPO of Fort Knox. Of the remaining 72 spaces, seven are recommended for retention at Area Command with the remainder a source of potential savings or available for reallocation.

(8) DCSOT (less ROTC Division, Aviation Division and Flight Detachment). Of the remaining 102 spaces currently in DCSOT, 28 are recommended for retention in Area Command with the remainder available for reallocation or savings. Included in the 28 spaces are seven that are associated with the FUSA Marksmanship Unit. The remainder perform management, force development and NBC related functions.

e. Summary.

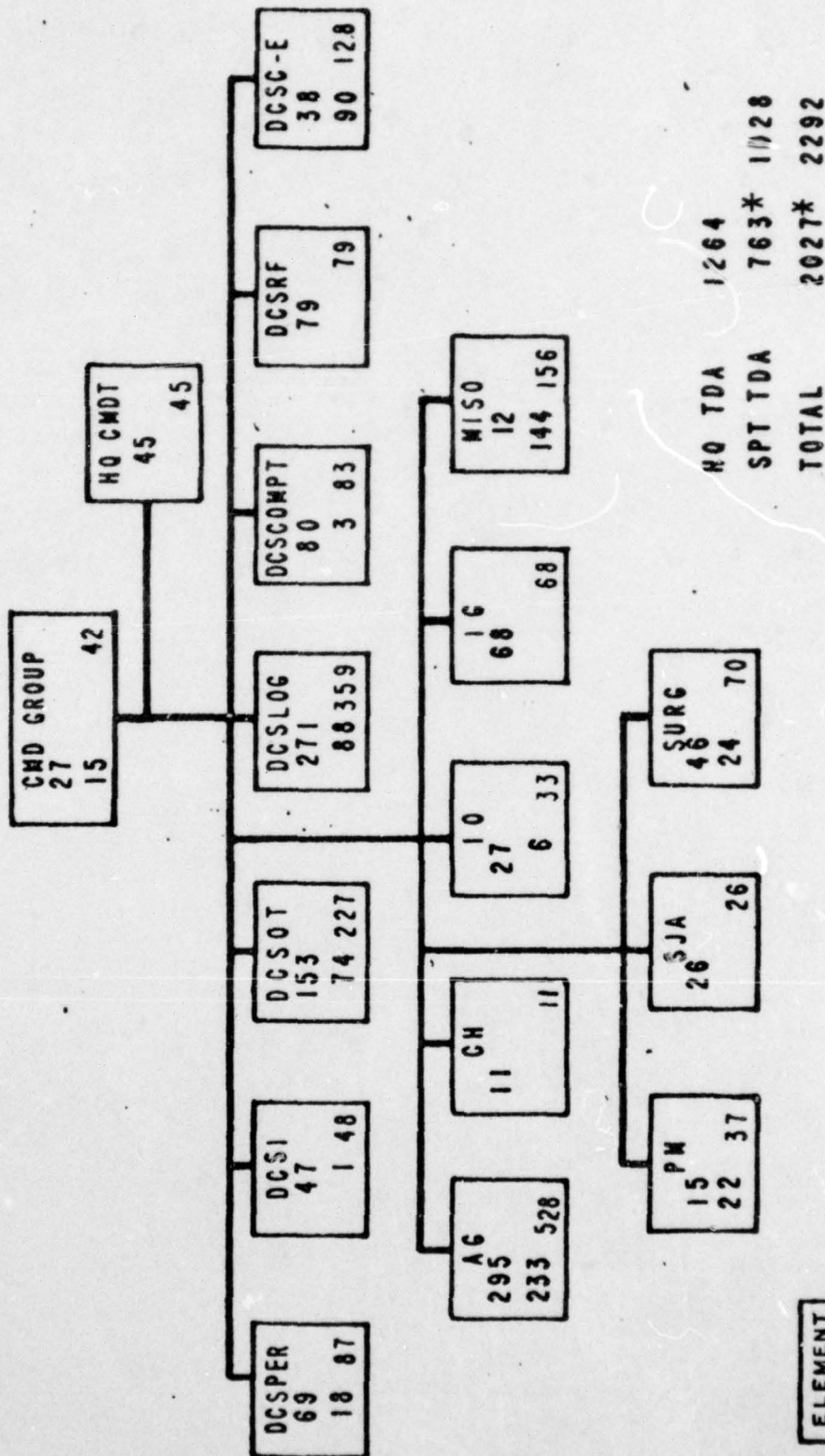
(1) In all instances that mention the transfer of functions and spaces to other commands, there exists a potential to realize savings. Space savings, per se, cannot be identified in a meaningful manner by considering FUSA resources in isolation. In order to quantify the potential savings, all CONUSA as well as CONARC and CDC must be considered to ascertain the functions and related spaces required. By considering the total resources available and functions to be performed, an analysis similar to that shown for the Engineer Division of the DCSLOG (see paragraph 3-4b) can be performed.

(2) Comparing Inclosure 3-5-2 with the authorizations shown in 3-5-1 reveals that the proposed 807 spaces for the Area Command represent 40 percent of the current authorizations. The remaining spaces are available for redistribution/savings as shown on



Inclosure 3-5-3. Of the 1220 spaces shown as available for redistribution/savings, it should be noted that the 90 spaces of FUSA Telecommunications Center have been recommended for transfer to the host installation, since it was considered that this activity more appropriately belongs within the installation structure.

# FIRST U.S. ARMY CURRENT AUTHORIZATION

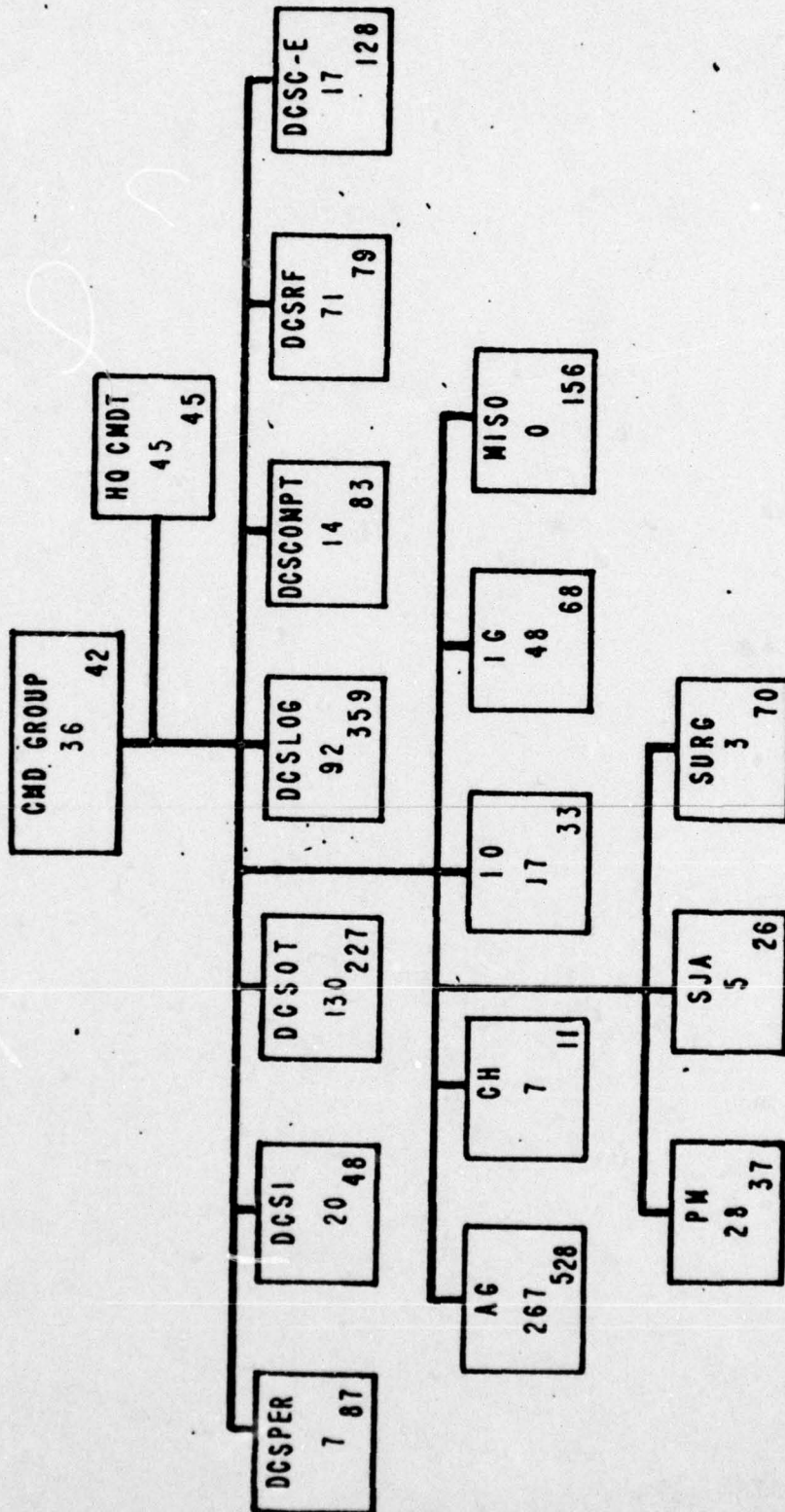


ELEMENT  
HQ TDA  
SPT TDA  
FUSA

\*EXCLUDING 265 CIVIL SERVICE INTERNS



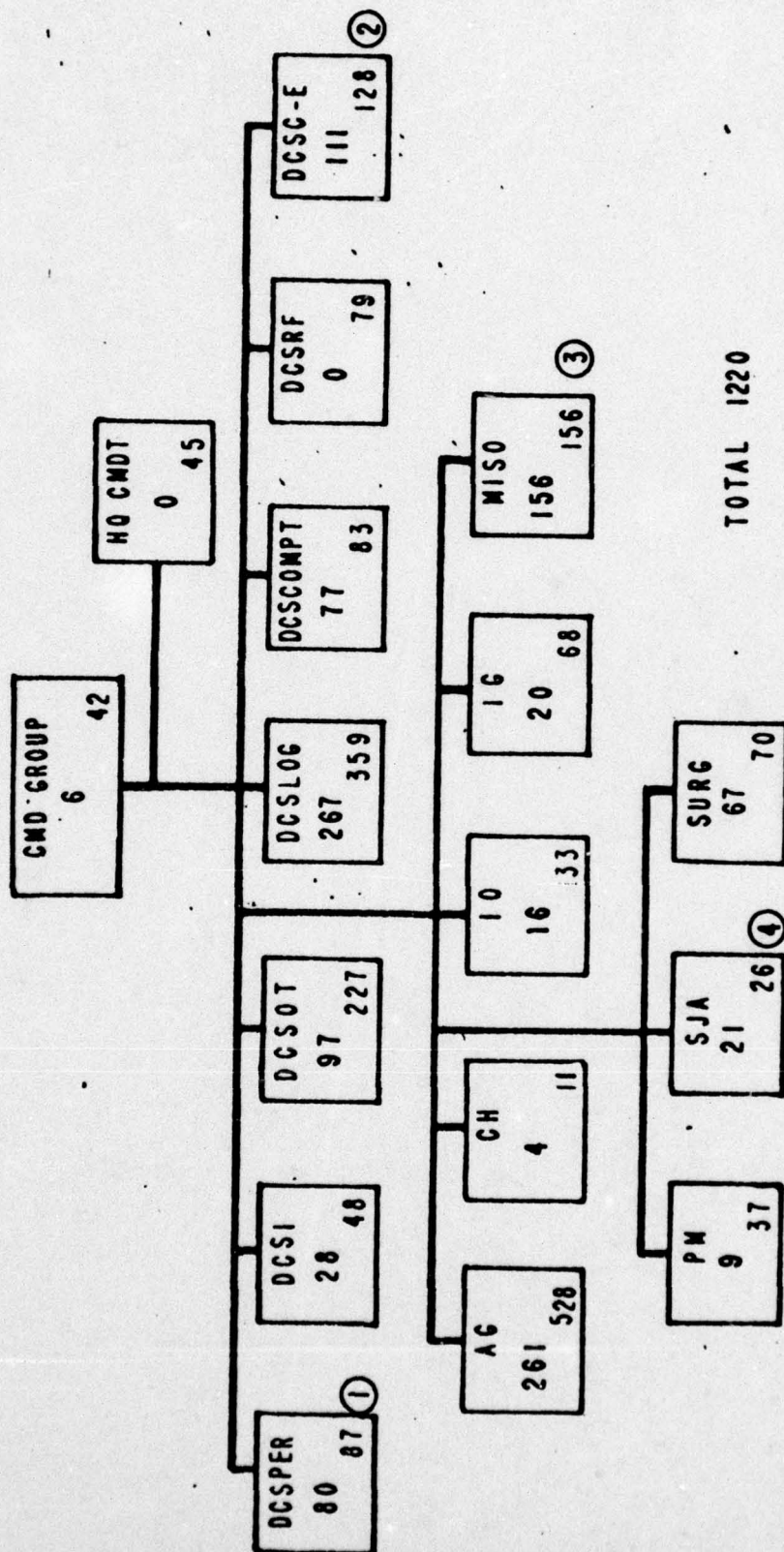
# AREA COMMAND PROPOSED AUTHORIZATION



TOTAL 807

ELEMENT  
TOTAL  
EUSJ

# SPACES AVAILABLE FOR REDISTRIBUTION/SAVINGS



- ① INCLUDES AN AREA CPO (15 SPACES)
- ② TELECOM CENTER TRANSFERRED TO INST (90 SPACES)
- ③ NUCLEUS FOR D&T COMMAND MISO/DPI (156 SPACES)
- ④ NUCLEUS FOR FORCE COMMAND SURG OFFICE (67 SPACES)

ELEMENT  
TOTAL  
FUSA



